Okinawa, Japan

Employee Assistance Program

Supervisor Manual

Helping
to
bring balance
back into your
employees
lives

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Introduction

Being an effective supervisor in today's workplace can be a challenge, especially when there are problems that even the most prepared and trained supervisor cannot overcome with the usual workplace interventions. The impact on individuals and the organization can be compounded when a supervisor has several troubled employees.

For these supervisors, there is help in the form of the **Employee Assistance Program (EAP)**. **Okinawa's EAP** is your partner in the effort to evaluate, assist and restore employees struggling with job performance problems. We are here to provide the advice and support on how to best handle employees in need. The EAP can assist you with getting a struggling worker the help they need. We will help the individual employee with their personal or professional problems, in a caring and confidential manner. Although the EAP may be involved with employees in a variety of ways, it is not a substitute for the Civilian Personnel Advisory Center (CPAC); the EAP may collaborate with HR professionals in helping employees, if it becomes necessary.

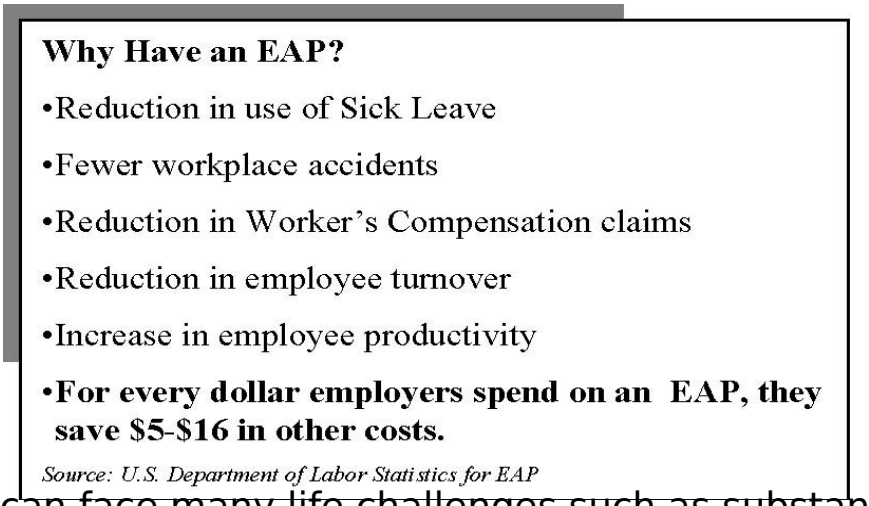
This manual is not only designed to inform you about the EAP but also to provide you with helpful tools and resources. We encourage you to keep it close by and refer to it as often as needed. Please remember we are a phone call away, and ready to assist you with personal issues or employee matters.

Why Do We Have an EAP?

Employee Assistance Programs serve your organization in two ways:

- promote the well being of the organization employees
- support supervisors and managers in dealing with troubled employees.

The two are interrelated and of equal importance in today's working world.


Why Have an EAP?
•Reduction in use of Sick Leave
•Fewer workplace accidents
•Reduction in Worker's Compensation claims
•Reduction in employee turnover
•Increase in employee productivity
•For every dollar employers spend on an EAP, they save $5-$16 in other costs.
Source: U.S. Department of Labor Statistics for EAP

Employees can face many life challenges such as substance abuse, parenting problems, stress disorders or caring for an aging parent, just to name a few.

Over time these problems may manifest as lower productivity, increased use of sick leave, absenteeism, or other aspects of impaired job performance. In general, a distracted and troubled worker is not an efficient or effective worker. Eventually, the problems will impair their performance, and, if unchecked, the performance of other coworkers.

It is also possible for groups of employees to be affected by work and life issues that impact the group's ability to function as an efficient work unit. For supervisors, maintaining an efficient, productive work group can be essential to achieving organization goals. It is necessary to direct employees to the help they need quickly so productivity is maintained.

The Employee Assistance Program offers a wide variety of services available to supervisors seeking help with employees who are presenting or developing problems in the workforce.

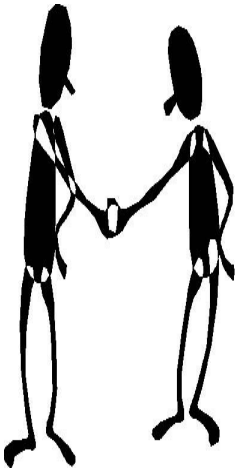
How Does the Employee Access the EAP?

Self-Referral:

In a ***self-referral*,** the employee contacts the program on their own or sometimes at
the urging or encouragement of a friend. The employee is taking a pro-active step to manage their problems themselves. The supervisor is not contacted unless the employee makes this request and signs a specific written release. All the workplace may see is the employee doing better. The EAP can also provide assistance to the employee's dependent family members. since home life can drastically affect work performance.

Informal Referral:

With an ***informal referral,*** the employee and supervisor may have met regarding performance issues that are becoming noticeable but may not merit serious action at this time. The supervisor can tell the employee about the EAP. Informal referrals are usually verbal and originate from the working relationship between an employee and the supervisor. The supervisor is not contacted unless the employee makes this request and signs a specific written release.



Formal Referral:

A ***formal referral*** is one where the supervisor meets with the employee over a serious work problem which has been carefully documented. The supervisor describes the problem fully and reviews his or her concerns with the employee using the *Formal Referral Form (at the end of this manual)*. The ***supervisor*** then contacts the EAP and makes the initial appointment preferably, with the employee present. The supervisor faxes the *Formal Referral Form* to the EAP so the counselor will have all the pertinent information about the problem, prior to the employee's visit. The ***formal referral*** is the **only** referral where the counselor will contact the referring supervisor. The only information shared with the supervisor is the employee's attendance and compliance with EAP recommendations. All other information is kept confidential for the benefit of the employee and to maintain program integrity.

What Does the EAP Provide?

Okinawa's EAP includes the following:
- Access to credentialed, licensed counselors
- Privacy and confidentiality
- A strong network of providers in multiple locations
- Coordination with mental health benefit, when appropriate
- Management consultations
- Supervisor training
- Educational training in the workplace

Supervisors can contact the EAP anytime to seek support regarding:

- identifying troubled employees
- the best way to refer a particular employee to the program
- how to approach a difficult or resistant employee
- how to document effectively the problems with an employee
- answer any general questions about the program services

What Does a Problem Look Like?

When an employee is having a problem, the problem will begin to show up at work as a change in their work performance but it can be hard to recognize some of these signs. Below is a list of some of the typical behavioral changes a supervisor may see in a troubled employee. If an employee begins to show some of these signs, we strongly recommend you consider using the EAP to help the employee.

Absenteeism
♦Absent without permission
♦Excessive use of sick leave
♦Lengthy absences over several weeks time
♦Excessive tardiness
♦Leaving work early
♦Using improbable or unusual excuses.

On-the-Job Absenteeism
♦Away from worksite more than the job requires
♦Frequent and lengthy breaks
♦Shows up too sick to work effectively
♦Inattentive to job tasks though at work

Changes in Emotional State
♦Inappropriately angry
♦Mood swings
♦Outbursts of anger or tears
♦Anxiety, nervousness
♦Irritability
♦Excessive negativity

♦Confused, preoccupied

Changes in Physical State
♦Appearance of poor hygiene
♦Inappropriate dress
♦Fatigue or sleepiness at work
♦Poor balance, coordination

♦Altered in judgment or consciousness

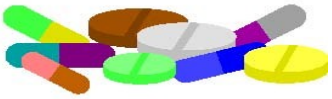
Accidents
♦ Takes unnecessary risks
♦ Increase in rate of accidents or equipment damage
♦ Unconcerned with safety of self or others

Work Habits/Patterns
♦ Alternates between high and low productivity/accuracy
♦ Misses deadlines, work is incomplete
♦ Work seems to take more effort, more
time than usual
♦ Distracted from task at hand
♦ Has trouble handling more complex work
though able to do it
♦ Has difficulty recalling instructions, tasks ♦ Can't recall errors or self-correct as
before
♦ Rigidly resists changing problem behavior despite instructions to change

Problems with other Employees
♦ Co-workers complain or report difficulty working effectively with the employee
♦ Uses questionable judgment
♦ Overly sensitive to criticism or feedback
from others
♦ Avoids or withdraws from co-workers
♦ Argues with others
♦ Files excessive grievances

How the EAP Can Help

The scope of problems addressed by the EAP is broad. Here is an overview of the types of problems we deal with:



Substance Abuse
Alcohol Dependency
Drug Dependency
Prescription Drug Abuse
Co-dependency and concerns for family members

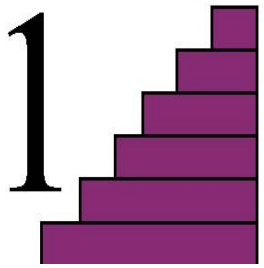
Family and Relationship Problems
Marital problems
Communication issues
Parenting concerns and parent-child conflict Adjustment to separation and divorce
Single parenting concerns
Blended families
Step-parenting
Domestic violence and abuse
Caring for an aging parent

Personal and Emotional Problems
Stress
Anxiety
Depression, suicidal thoughts
Anger
Gr

Work and Life Issues
Job-related stress
Adjusting to job changes
Financial problems
Legal problems
Communication problems
Balancing work and family demands

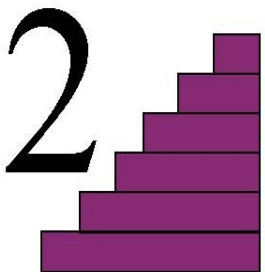
How the EAP Can Help Supervisors

The EAP can be a very useful tool for supervisors in managing their employees. It is important to understand that the EAP is not a punishment for an employee, it is an opportunity to help a struggling employee return to productivity. Using the EAP is not a sign of failure for a supervisor. Supervisors are there to manage, **not diagnose or solve their employee's problems**. Managing employees can be very challenging and the EAP is available to support supervisors [illegible] the way. We recommend the following steps:



Evaluate the workplace problem

Often the hardest part is recognizing a problem exists. There can be personal matters of your own that cloud your ability to be objective, but identifying the performance problems is a crucial first step. ***Look for changes in performance and behavior.*** Indicators of a problem may include: the prompt employee who begins to be late or the accurate employee who begins to make errors. A ***sustained and noticeable change*** is often a sign of a personal problem. Make the employee aware of their performance problems when you are first aware of them. This removes any "surprise" element from your interaction with the employee. Waiting for a problem to correct itself is usually unrealistic.



Document – Document – Document!

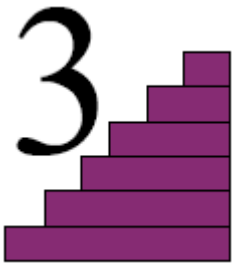
Evaluate the workplace problem

Many things can happen to cloud a supervisor's ability to recall all the problems they may have with an employee in their workforce. ***Documenting problems as soon as they arise*** can help with establishing those important patterns of behaviors and events with facts that back up your concerns about a given employee.

Documentation can also be ***a tool to direct your interaction with the employee about the problem.*** It can help you ***stick to the facts and remain objective.*** Be sure to include dates, times, and places the problem occurred. Remember to ***maintain confidentiality***, do not share the collected information with anyone other than the employee or your own superiors when necessary.

How the EAP Can Help Supervisors

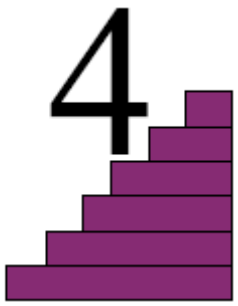
Documentation can help you ***avoid being an impromptu counselor.*** Employees are often comfortable with telling you personal details but, as a supervisor, you have to direct them to someone who can help them with these underlying problems. Once this connection to EAP is made, then ***you can focus on*** **your** ***job - being a supervisor!***



Consider a Management Consultation
Document – Document – Document!
Evaluate the workplace problem

Once you've gotten your documentation in order, you may want to consider a call to the EAP for a consultation. The EAP counselor can suggest ways to approach the employee to refer him to the EAP program. They can be a supportive and objective sounding board.

The EAP ***is not a replacement for CPAC***, but works with established policies to help employees and managers solve workplace problems in a quick and confidential manner. In many instances, EAP and CPAC can work together smoothly to resolve employee problems.



Approaching the Employee Successfully
Consider a Management Consultation
Document – Document – Document!
Evaluate the workplace problem

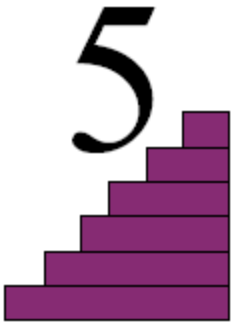
Preparation is the key for success in talking to the employee. It can greatly reduce any anxiety you may have in handling this interaction. Some things to consider are:

•**Choose a private place and an appropriate time.** Respect the need for privacy in talking about sensitive matters. Allow plenty of time for response.

•**Get to the point.** Documentation will help you focus on the reason you are meeting with the employee. Listening is important but stay focused on the real issue – job performance.

•**Don't get distracted.** Employees often go into detail about their personal problems. Don't get sidetracked with excessive details about anything other than the job performance.

How the EAP Can Help Supervisors



Offering the Program to the Employee

Approaching the Employee Successfully
Consider a Management Consultation
Document – Document – Document!
Evaluate the workplace problem

Remember you are showing your concern for your employee by offering to **help.** It is important to maintain a positive outlook and not to apologize for referring the employee. In
showing concern, you want to refrain from moralizing or judging the employee in any way.
Have some materials, like brochures or flyers handy. Review this material before the meeting so you can answer questions and provide a phone number, if needed.

Things to emphasize about the EAP –

•***It is a free benefit*** provided for the employee and his/her dependent family members.
There are no out-of-pocket costs for EAP services.

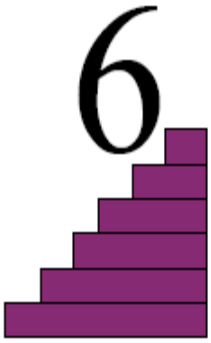
•***It is completely confidential***. The content of the sessions with the counselor will not be
communicated to the workplace or the supervisor. The supervisor may be notified about attendance and compliance with recommendations only if the employee has signed a specific
release of information form.

•***It is effective.*** It has helped other employees with many different types of problems. You
don't have to name names here, but emphasize that others have benefited from their involvement with EAP.

In the case of a ***formal referral,*** we also recommend explaining that the counselor will let the
supervisor know if the appointment was kept or not, but that anything else remains **confidential** and is not shared with the supervisor. We also recommend that you make the
EAP appointment with the employee present.

If the employee should become angry or upset, ***remain calm***, listen to their concerns but ***don't***

How the EAP Can Help Supervisors



Ending the Meeting

Offering the Program to the Employee
Approaching the Employee Successfully
Consider a Management Consultation
Document – Document – Document!
Evaluate the workplace problem

It is important to have closure with employees after referring them to EAP. This closure helps ensure that the employee understands the reasons for the referral. Once again, good documentation of workplace problems can assist you in effective closure.

Some suggested steps:

•***Briefly review*** the work problem and reason for the referral with the employee.

•***Define what you expect*** to see in the way of work performance improvement and give them a time frame for demonstrating the improvement.

•***Set a time to meet with the employee again*** to review their progress to improve work performance. Use whatever time frame is provided by your workplace policies.

•***In cases where disciplinary action is required, you do not have to hold discipline in abeyance if your supervisor mandates action or if you do not have that discretionary ability as a supervisor.***

However, supervisors often hold back on discipline when referring to give the employee a chance to self-correct. You are to use your own judgment, just make sure this process is clear to the employee. It's important that both you and the employee understand that the EAP isn't used in the place of discipline or is a substitute for discipline. EAP is not intended to replace your organization policies and procedures.

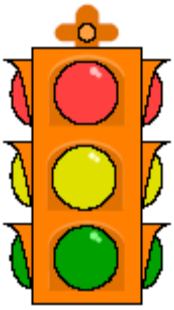
•***In cases where employees fail to respond to a referral, you will be contacted by the EAP counselor***. At that time, you may decide to meet with the employee again and can re-enforce the need for the EAP referral or apply disciplinary measures according to the policies of your organization. If you're not sure how to proceed with a non-compliant employee, consider a Management Consultation with the EAP counselor.

Other Considerations:
It is also helpful to ***follow-up with employees who appear to be working on the problem***. People usually respond well to praise and setting up a follow-up meeting with an employee who is improving, is a good time to ***recognize improvement*** and provide encouragement to the employee. It is also a good time to ***review what work needs to be done in the future*** and to ***clarify expectations***. Invite the employee to come to you if accomplishing these goals becomes difficult.

Helpful DOs and DON'Ts for Effective Supervision

As a supervisor, your focus should be on maintaining the productivity and efficiency of your work group. When there is a problem, your efforts should be on improving work performance. Other supports, like the EAP, address the underlying personal concerns of your workers. Using some of these suggestions can help you stay on track when you talk to your workers about problems with their job performance.

DO- Make it clear that your concerns are about job performance.



DO - Describe clearly how the problem behaviors impact the work area and the other employees in work related terms. Address important areas like morale, safety, productivity and quality.

DO - Inform the employee that the EAP is a free and confidential benefit that handles a wide range of problems.

DO - Emphasize that the content of EAP sessions is never shared with anyone in the worksite. With the **written consent** of the employee the supervisor alone may be notified about attendance and compliance with the counselor's recommendations..

DO - Take enough time with the employee to discuss the issues fully and allow for employee feedback.

DO - Develop a plan for improvement with timelines and be sure to use it to follow-up with the employee whether they use the EAP or not.

DO - Address one issue at a time; don't overwhelm the employee with multiple concerns.

DON'T - Lose your focus by trying to figure out the employee's personal problems

DON'T - Be judgmental or try to diagnose or counsel the employee.

DON'T - Use judgmental language like "never" or "always," "should" or "ought."

DON'T - Be overly sympathetic or swayed by a personal problem or relationship with the employee. Rem objective.

DON'T - Threaten the employee abo the outcome of your meeting or men treatment.

DON'T - Lose control and tell the employee everything you dislike abo him or her.

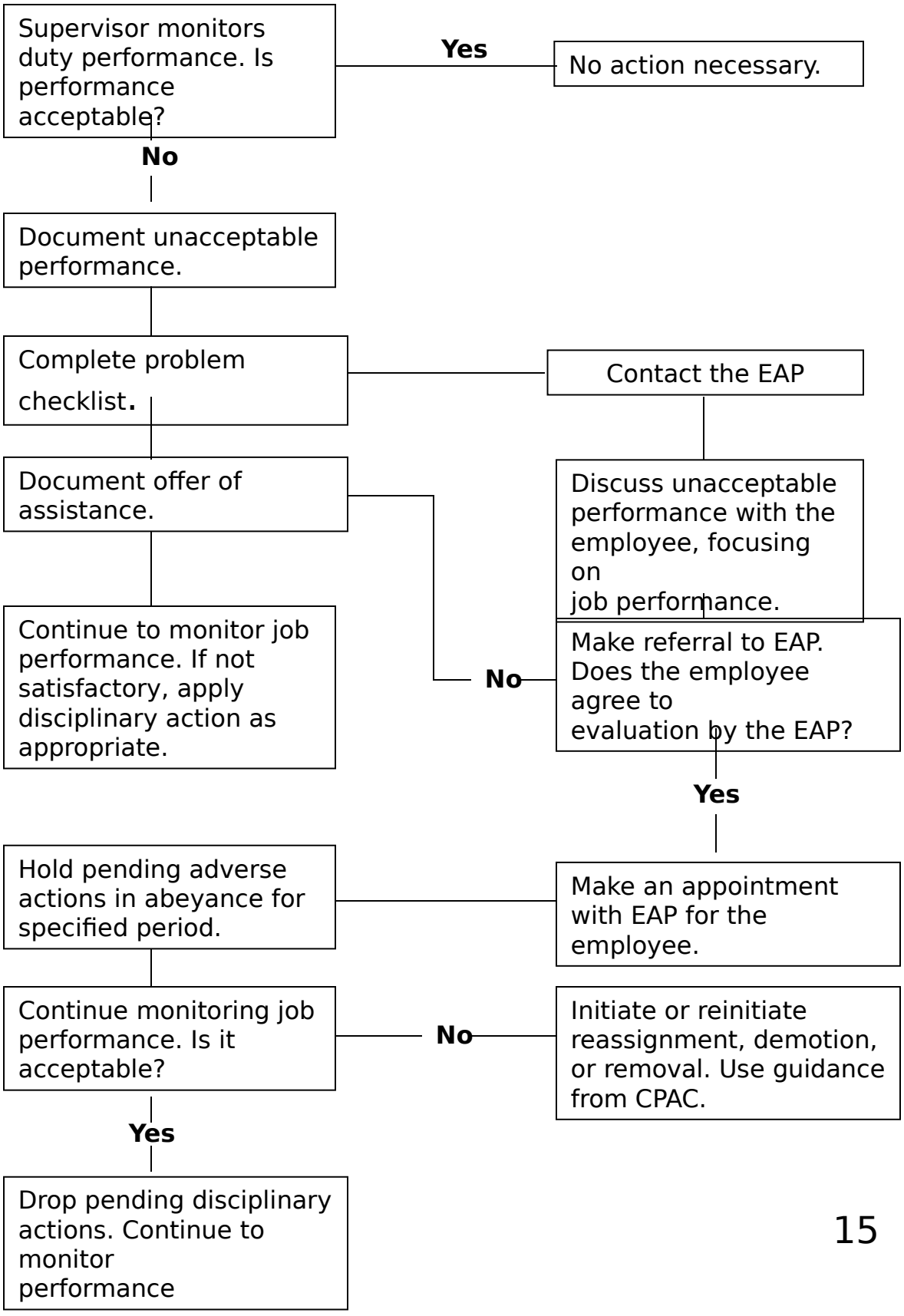
DON'T- Address matters not backed up with documentation.

Tips on Handling Defensive and Angry Employees

Employees are often afraid of a meeting to tell them about work problems at work. This unease can make employees feel threatened or defensive and add to the discomfort a supervisor may already be feeling about the meeting. Here are some examples of defensive communication you may get from an employee and some recommended responses.

Defense	What is said to you	Suggested Response
Excuses and sympathy	You'd have problems if you were married to my wife	I'm sorry to hear about your home problems but our meeting is about your job performance.
Apology and Promises	Oh I'm so sorry, I'll never do that again!	I accept your apology but what you did is very serious and we need to talk.
Deflecting	Oh, that one, well, look how well I did on the Johnson contract!	Yes, you did great on that project, but had significant problems with others.
Anger	What are you talking about? After all the work I've done for this place!	I understand you're upset but getting angry won't help anyone. I'd like you to listen to what I have to say.
Tears and Helplessness	(Crying) I don't know what to do about this. Things will never get better.	I can see how overwhelmed you are. That happens to all of us at times. Have you thought about the EAP?
Self-Pity	I've been expecting this. Nothing ever works out for me.	You have been a good worker in the past. I know you can get through this. Have you thought about EAP?
Blaming	It's not my fault. It's this job. it's too stressful.	Well, let's take a look at the record and figure out exactly where the problems are.
Hopelessness	I might as well quit right now	You've been doing well up until just now. Something has changed. Have you thought about the EAP?
Seductiveness	Now, we've been friends a long time and been through this before. It's not that big of a deal.	Its true we've worked together for a long time but I can't ignore these work performance problems.

EAP Flow Chart For Supervisors


Supervisor monitors duty performance. Is performance acceptable?
Yes
No action necessary.
No
Document unacceptable performance.
Complete problem checklist.
Contact the EAP
Document offer of assistance.
Discuss unacceptable performance with the employee, focusing on job performance.
Continue to monitor job performance. If not satisfactory, apply disciplinary action as appropriate.
No
Make referral to EAP. Does the employee agree to evaluation by the EAP?
Yes
Hold pending adverse actions in abeyance for specified period.
Make an appointment with EAP for the employee.
Continue monitoring job performance. Is it acceptable?
No
Initiate or reinitiate reassignment, demotion, or removal. Use guidance from CPAC.
Yes
Drop pending disciplinary actions. Continue to monitor performance

FAX TRANSMISSION

EMPLOYEE ASSISTANCE PROGRAM

Army Substance Abuse Program
Unit 35115
Bldg 236, Torii Station
APO, AP 96376
DSN (315) 644-4368 Phone
(315) 644-4147 Fax

CONFIDENTIALITY NOTE

This communication is intended to be **CONFIDENTIAL** and for the use of only the individual or entity named below. If the reader of this message is not the intended recipient, you are hereby notified that any retention, dissemination, distribution or copying of this telecopy is **STRICTLY PROHIBITED**. If you have received this facsimile in error, please immediately notify us at 644-4368 and return the original message to us at the address above via the United States Postal Service (we will reimburse postage).

Thank you.

Date:_____

Total Number of Pages:_____ (Including Cover Sheet)

To: **Employee Assistance Program**

From:_____

Organization:_____

Formal Referral Procedure:

1. The employee's supervisor completes the 5 page Formal Referral form.

2. The supervisor reviews the completed form with the employee and asks the employee to sign the form.

3. The supervisor, **with the employee present,** calls the EAP office at 644-4368 and explains that this is a Formal Referral and sets the date for the employee's initial appointment.

4. The supervisor faxes the completed and signed Formal Referral form to the EAP office 644-4147 as soon as possible.

5. With written consent from the employee, EAP is committed to providing timely feedback to the referring supervisor regarding the employee's attendance and compliance with EAP recommendations. This information is provided within one business day of the scheduled appointment and often occurs within the same day.

REFERRAL OF CIVILIAN EMPLOYEE TO THE EMPLOYEE ASSISTANCE PROGRAM (EAP)
(AR 600-85)

NOTE: *Prepare this form in the original only and file in the EAP client case file. Reproduction and/or distribution of this form is not authorized.*

TO: 1: _____ 2: EAP	FROM: (*Name and Position*)	DATE

PART A – TO THE EMPLOYEE

1. I AM REFERRING YOU FOR EVALUATION AND/OR COUNSELING TO THE EAP BECAUSE OF:

A. [ ] DUTY PERFORMANCE C. [ ] ON THE JOB CONDUCT E. [ ] REQUEST OF EMPLOYEE

B. [ ] ATTENDANCE D. [ ] POSSIBLE HEALTH PROBLEMS F. [ ] OTHER (SPECIFY)

_____

_____

2. THIS REFERRAL IS BEING MADE BY:

A. [ ] SUPERVISOR C. [ ] OCCUPATIONAL HEALTH/MEDICAL E. [ ] OTHER (*Specify)*

B. [ ] CPAC D. [ ] UNION _____

3. AN APPOINTMENT HAS BEEN MADE FOR YOU TO MEET THE EAP COORDINATOR (*during duty hours*) IN BUILDING _____ AT (*date & time*) _____. DISCUSSION WITH THE EAP IS CONFIDENTIAL AND PARTICIPATION IN THE PROGRAM IS VOLUNTARY. REFERRAL TO THE EAP IS A BENEFIT OF YOUR FEDERAL EMPLOYMENT.

PART B – FOR THE EAP

4. THE SPECIFIC REASON(S) FOR THIS REFERRAL ARE: (a*ttach copies of all relevant supporting documents (counseling record, leave history, etc.*)

5. IF THE SUPERVISOR IS MAKING THIS REFERRAL, COMPLETE ALL THE APPLICABLE ITEMS:

A. DUTY PERFORMANCE [ ] EXCELLENT [ ] GOOD [ ] FAIR [ ] UNSATISFACTORY

B. LEAVE BALANCE: [ ] HOURS ANNUAL [ ] HOURS SICK

C. HISTORY OF UNPROGRAMMED LEAVE: _____

_____

6. OTHER COMMENTS / PROBLEMS WITH EMPLOYEE: (*use attachment/s if necessary*)

NAME, TITLE, GRADE, AND POSITION OF REFERRER (*please print*)	DATE
SIGNATURE OF REFERRER	TELEPHONE

JOB PERFORMANCE EVALUATION WORKSHEET

Employee's Name _____Rank _____

Supervisor's Name _____Date _____

Work Area _____Length of Service_____

Please check the items that apply. You may check more than one block per item.

1. ___ Occasionally late for work
   ___ Often tardy for work
   ___ Always on time for work
   ___ Often leaves work early

2. ___ Works well with others
   ___ Often in conflict with fellow workers
   ___ Keeps to himself—works alone
   ___ Work has been declining over a period of time
   ___ Good teamworker and cooperative with supervisors

3. ___ Makes a fair impression and is accepted by others
   ___ Creates dissatisfaction
   ___ Avoided by other workers
   ___ Generates confidence in himself and others
   ___ A potential leader

4. ___ Physical condition - below par (generally observable)
   ___ Physical condition - no noticeable defects or handicaps
   ___ Physical condition - always fit and in good condition
   ___ Physical condition - poor health, has been declining over a long period of time
   ___ Physical condition - usually satisfactory (can keep up with workload)

5. ___ Quality of work - barely acceptable
   ___ Quality of work - satisfactory
   ___ Quality of work - has peaked out and is declining
   ___ Quality of work - unsatisfactory with many errors
   ___ Quality of work - exceptional work
   ___ Quality of work - has bottomed out and is improving

6. ___ Judgment - tries to reason things out intelligently
___ Judgment - ability to make decisions is declining
___ Judgment - jumps to conclusions
___ Judgment - sound judgment based on facts
___ Judgment - acts impulsively
___ Judgment - uses good common sense

7. ___ Requires close supervision
___ Steady worker, with some supervision, will do a good day's work
___ Calls in for emergency annual leave often
___ Uses excessive sick leave
___ Conscientious and very dependable
___ Often cannot be found in his office or work area
___ Gives full day's work without much supervision

8. ___ Job performance is generally about average
___ Job performance has been declining over a period of time
___ Job performance has been improving
___ Job performance is poor
___ Job performance is above average
___ Job performance is superior

9. ___ Personality - sulks and broods
___ Personality - irritable and dissatisfied
___ Personality - perfectionist (does not tolerate error)
___ Personality - depressed and seems lonely (withdrawn)
___ Personality - moods seem to fluctuate
___ Personality - appears happy and satisfied
___ Personality - alert and seeks responsibility

10. Remarks: _____
_____
_____
_____
_____

Note: This job performance worksheet is intended for use as a guideline to be used in reporting observations by supervisors to the Employee Assistance Program. Confidentiality is to be maintained according to applicable laws and regulations.

EAP Formal Referral Form - continued

Please check Patterns of behavior which apply to this employee.

_____ 1. Positive test result for drugs. Date of Test: _____ Substance:_____
_____ 2. Positive test result for alcohol. Date of Test: _____
_____ 3. Unauthorized leave.
_____ 4. Excessive sick leave.
_____ 5. Monday absences, Friday absences, or Monday & Friday absences.
_____ 6. Repeated absences of 2 – 4 days.
_____ 7. Repeated absences of 1 – 2 weeks.
_____ 8. Excessive tardiness, especially on Monday morning or in returning from lunch.
_____ 9. Leaving work early.
_____10. Peculiar and increasingly improbable excuses for absences.
_____11. Higher absenteeism rate than other employees for colds, flu, gastritis, etc.
_____12. Frequent unscheduled short absences (with or without medical explanation).
_____13. Continued absences from post more than job requires.
_____14. Frequent trips to water fountain or bathroom.
_____15. Long coffee breaks.
_____16. Physical illness on the job.
_____17. Accidents on the job.
_____18. Accidents off the job (but affecting job performance).
_____19. Work requires unusual amount of effort.
_____20. Job takes more time than normally required.
_____21. Difficulty in recalling instructions, details, etc.
_____22. Increasing difficulty in recalling/recognizing own mistakes.
_____23. Alternate periods of very high and very low productivity.
_____24. Does not change easily.
_____25. Missing deadlines.
_____26. Makes mistakes due to inattention or poor judgment.
_____27. Complaints from the public.
_____28. Improbable excuses for job performance.
_____29. Over-reacts to real or imagined criticism.
_____30. Wide swings in morale.
_____31. Borrows money from co-workers.
_____32. Complaints from co-workers.
_____33. Unreasonable resentments.
_____34. Avoids associates.
_____35. Verbally threatening
_____36. Physically threatening gestures/actions
_____37. Other Concerns:

I have read the above and have reviewed it with my supervisor. My signature does not necessarily mean that I agree with this statement.

Employee Signature_____ Date:_____

Supervisor Signature:_____ Date:_____

RETURN BY FAX TO THE EAP OFFICE (644-4147)

Employee Assistance Program
Confidential
Formal Offer of Assistance

To:_____ Date:_____

On _____we discussed your job performance and the opportunities available with the Employee Assistance Program.

An appointment with an EAP counselor has been scheduled

for_____ (time) on _____ (date)

at _____(place).

_____
Signature of Employee

_____
Signature of Supervisor

1. This is not a mandatory referral and the employee is not
obligated to attend.

2. A copy of this form is to be delivered to the worksite’s

A Supervisor's Story

Tuesday, 9:00 AM
Jack, a manager in the Information Technology department notices that Heather, a dedicated employee of three years, has arrived late to work today. It is very out of character for her to be late, especially without letting him know she would be late. He can't recall what time she arrived yesterday – but he doesn't feel the need to approach her about being late, yet. Instead, Jack makes a note in his daily organizer about today's tardiness.

Wednesday, 1:30 PM
Jack is notified by Bob, the Chief of Operations, that Heather has missed her deadline on a project. Bob tells Jack that it's the first time Heather has ever missed a deadline. Bob indicates it won't be a problem for the overall project as long as Heather can complete her portion by Friday. Jack tells Bob he will talk to Heather about the deadline for the project. Jack goes to look for Heather, but can't locate her at her desk. A co-worker indicates she left for lunch a little over an hour ago. Jack sends Heather an email asking to speak with her as soon as she returns, and informs her she must complete her portion of Bob's project by tomorrow afternoon.

Wednesday, 2:30 PM
Heather knocks on Jacks door. She tells him that she took a late lunch, leaving a little after 1:00, and that she just read her e-mail. Jack decides not to say anything about the discrepancy in what time Heather went to lunch. Instead, he reminds her that she is expected to be at work at 8:00 am and she must complete her project for the Operation department by close of business on Thursday. Heather agrees with Jack's request and leaves Jack's office.

Friday, 10:00 AM
Jack notices that Heather is not at work yet, and hasn't called anyone to say she would be late. He also sees the incomplete project on Heather's desk. Frustrated, and unsure of what to do and how to proceed, Jack calls his EAP contact, Mary. Mary assures him that he did the right thing by calling. She reminds him he can call any time he is having difficulty with an employee or needs an objective point of view. Mary listens as Jack tells her about the events that have occurred with Heather this week. Mary praises him for documenting the events as they occurred and encourages Jack to continue to document Heather's work performance. She encourages Jack to have a one on one meeting with Heather, and discuss his concerns about her work performance. Mary also advises Jack to only focus on the items that he knows to be true. He should address Heather being late to work and missing the deadline – but since he doesn't have first-hand knowledge of what time she went to lunch on Wednesday, he should leave that out of the conversation. Mary suggests that Jack provide Heather with information about contacting the EAP herself. She advises Jack to give Heather the opportunity to contact them on her own – and if things don't improve, then perhaps Jack would need to initiate a formal referral for Heather. Jack thanks Mary for her support and advice on how to approach Heather. She encourages Jack to refer to his Supervisor Manual for additional tips on how to respond to Heather during the meeting.

Friday, 3:00 PM
Jack refers to his EAP Supervisor's Manual and reviews some of the tips to help him keep the conversation with Heather focused on work performance issues. Confident he is ready to talk to Heather, Jack calls her into his office, and shuts the door to insure privacy. Before Jack is able to begin, Heather tells him she finished the Operations Department project and has already submitted it to Bob. Jack is pleased, and says "That's good. I'm glad you were able to finish within the additional time Bob was able to allow for the project. I do however need to talk to you about a few things. Heather, you have been a valued employee of this department for many years. Your productivity has been high and you have been an asset to the department. I have noticed you have been late a few days this week, you haven't called anyone to let us know you would be coming in late, and Bob was upset about you being late on completing his project. I asked you to have the project completed by yesterday and it was still late." Jack tells Heather that he is concerned that something might be going on that is distracting her from her work. He reminds her about the services available through the EAP, and that it is a free benefit to her as an employee. He also encourages her to call and make an appointment. Jack reminds Heather he expects her to be at work on time and to complete projects by their deadlines. Jack and Heather agree to meet again next week to monitor her performance.

The following Friday, 2:30 PM
Heather enters Jack's office. Jack tells her that he is pleased that she has been on time each day this week. He asks her how she thinks things are going. Heather tells Jack that she did call the EAP and met with a counselor. She admits she was having some personal problems, and wasn't even aware of how much they were distracting her and affecting her job performance. She said that the counselor was very helpful and she planned to return next week for another session. Jack thanks Heather for following up on his suggestion to utilize her EAP benefit. He reminds her that she is a valued employee and he wants her to continue to be a successful at work. They set up another follow up meeting for the next week to continue to monitor her work performance.